



LAKELAND  
SENIOR HIGH SCHOOL



# Business Plan 2022 – 2024



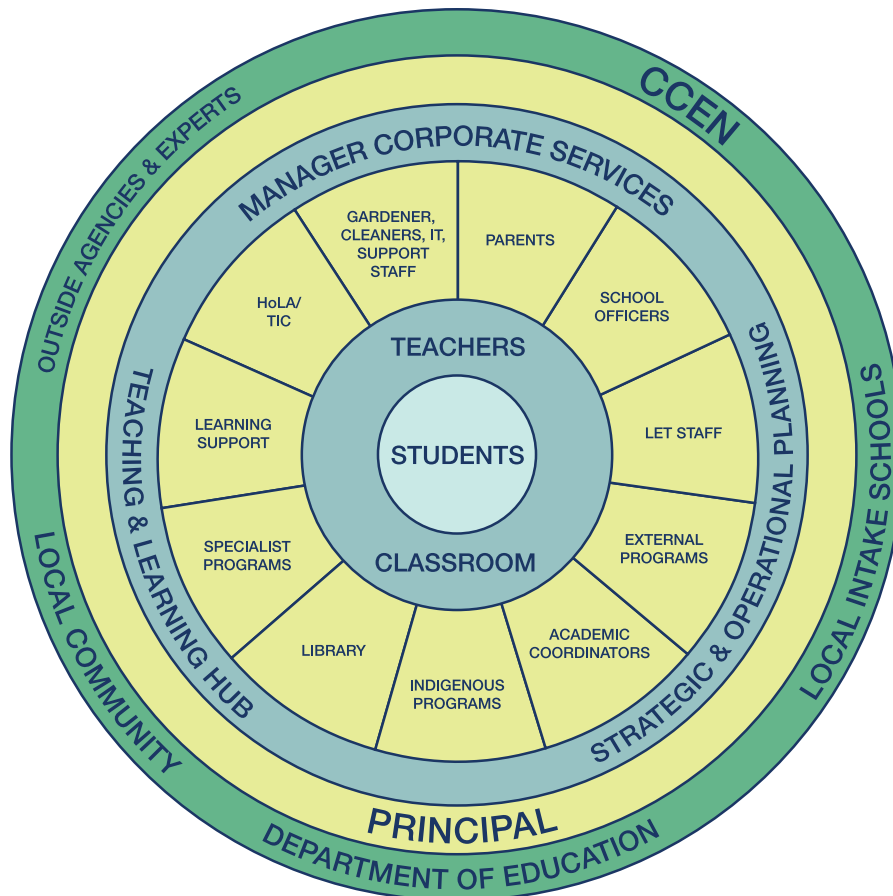
## Our mission

"To be a place of learning, where all members of our school community aspire to excel for future success, in a culture that nurtures and promotes engagement."



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## “Central to everything we do are our students”

The diagram illustrates our ethos. Central to all we do is success for all students.

Quality teaching is key to this, and we compliment this, looking after all students, through a myriad of support, shown in the third ring. Our Deputies and Manager of Corporate Services provide strategic educational leadership and experience, ensuring each child receives the best educational opportunities.







LAKELAND  
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*Kalyogool kadadjiny kadiny kadininy*

*Forever listening, thinking and understanding*

**We are very proud of our students and their achievements.**

The Lakeland Senior High School Business Plan 2022 – 2024 outlines our key focus areas, core strategic objectives and the associated targets that will provide indications of our performance over the life of the plan. This plan has taken into account the previous performance levels of students with the intention of further improving the educational outcomes for all of our students.

Our staff have a strong sense of purpose and central to all we do is our strategic objective of raising all student achievement outcomes. We aim to achieve this by focusing on academic rigour, providing high quality teaching, learning and leadership, developing appropriate curriculums and enabling student access, developing a school culture that prioritises collaborative decision making and cooperative processes and through the responsible management of school resources.







## Our School Context

Built on Beeliar Boodjar, Lakeland Senior High School has served the local community for over 30 years, and during this time we have provided a quality education that has seen the school recognised for its academic, sporting and social support programs. The school has an Index of Community Socio-Economical Advantage (ICSEA) of 949 (Australian Average is 1000) and has a school distribution as follows.

	Bottom Quarter	Middle	Middle	Top Quarter
School Distribution	51%	28%	17%	4%
Australian Distribution	25%	25%	25%	25%

The Lakeland Senior High School mission statement and values clearly articulate the ethos that we hold closely for our school. This reflects and drives our decision making. We believe in providing students with opportunities to excel academically, socially and mentally, and provide quality programs to ensure that all students have these opportunities. We believe that quality teaching, well developed programs and outstanding interpersonal skills, all expectations of our school staff, will provide students with the best opportunity to engage for their future success.



### Learning

As lifelong learners we have the courage to extend ourselves beyond what we already know in a manner emphasising collaboration, honesty and integrity.

### Respect

We have the same value and rights as others; we respect ourselves and enable others to build respect through a spirit of equity, honesty and the acceptance of diversity.

## Our Values

### Accountability

We take personal responsibility for the development of our skills and respect the rights of others to achieve in a realistic and positive manner.

### Well-Being

We all work to develop our inner capacity to organise the mind and body into a coordinated, healthy being.





## Understanding our Priorities and Targets

At Lakeland Senior High School, we consistently strive to pursue educational excellence in order to offer all children the opportunities to thrive and reach their potential. We achieve this through consistently reviewing and evaluating our processes and procedures.

Development of the Plan has been guided by feedback through system initiatives, school and systemic data, perceived local needs, and the current Statement of Expectation.

At the school-level, we have been involved in many hours of meeting time, reflection, planning and preparation. Our priority areas, Success for All Students, High Quality Teaching and Strong Leadership and Governance, are directly linked to the Department's Strategic Plan: Every Student, Every Classroom, Every Day.

Our specific areas of focus within these priorities are set out in clear statements. These "We will..." statements articulate in more detail our intended actions over the 2022 - 2024 period.

This plan will be used as the cornerstone for our annual planning cycle and learning areas and specialised teams will develop operational plans that include targets for addressing the whole school Business Plan.

Finally, our targets represent the key outcomes we seek from this plan, and they will be central to informing teaching, learning and assessment, together with the deployment of our resources, over the life of the Plan.

The targets are specific, measurable, achievable and realistic within the period 2022 - 2024. In addition, for some targets, we have stated an aspirational goal which clearly demonstrates our intended future direction in the context of the target. Collectively, the priorities and targets will ensure that we continue to meet the educational needs of the Lakeland Senior High School community.

# Priority One: Success For All Students

## We will:

- Ensure that students have the opportunity to play an active role within their school community and are recognised for this role.
- Develop explicit teaching strategies that meet individual students at their point of need.
- Increase our focus on learning activities that develop the necessary skills for engaging with emerging industries and future employment opportunities, including career education.
- Continue to develop school structures that enable us to increase our focus on high care to support resilience and mental, social and emotional health.
- Develop programs that ensure more students attend regularly (90%+).
- Reduce the gap between Aboriginal and non-Aboriginal student attendance.
- Set high expectations of students across the school and provide a range of initiatives and programs that support individual student achievement.
- Continue to increase our focus on literacy and numeracy development across the school.
- Strengthen and evolve our Specialist Programs.





# Lakeland SHS - our non-negotiables

Literacy	Numeracy	Digital Literacy	New work capabilities. Critical and creative thinkers	Creating culturally responsive classrooms	Personal and social capability
All students to be provided with the opportunity to gain the highest level of literacy they are capable.	All students to be provided with the opportunity to develop the highest level of numeracy they are capable.	All students to develop ICT capability, learning to use ICT effectively and appropriately to access, create and communicate information and ideas, solve problems and work collaboratively in all learning areas at school, and in their lives beyond school. Students to learn the skills to be safe in a digital environment.	All students to develop purposeful 'new work capabilities' of being able to function well in teams, think critically and creatively, innovate and be entrepreneurial.	All students to learn in a cultural appropriate manner in an environment that respects and values their culture.	All students are provided with the knowledge and skills to manage themselves, relate to others, develop resilience and a sense of self-worth, resolve conflict, engage in teamwork and feel positive about themselves and the world around them.



# Priority Two: High Quality Teaching

## We will:

- Routinely engage in a process of collegial observation, professional reflection and targeted feedback designed to improve the quality of our teaching.
- Use systemic and school based data to inform our decision making, classroom planning and teaching practices.
- Develop and implement a process to use student feedback as a mechanism to improve the quality of our teaching.
- Develop cultural appropriate learning environments.
- Increase the profile of Classroom Management Strategies (CMS) to ensure a consistent approach to behaviour management across the school.
- Target appropriate professional learning to maintain and progress high quality, innovative teaching and assessment.
- Create opportunities for cross-school collaboration to support the attainment of our targets.
- Develop and implement an effective Digital literacy plan that enables classroom teachers to access ICT to engage students in cutting edge learning.







## Priority Three: Effective Leadership and Governance

### We will:

- Increase the focus of school leaders on strategic aspects of their role.
- Create opportunities for student leadership, supporting students to develop their leadership skills.
- Provide professional support processes for aspirant Level 3 Teachers and Level 3 Administrators in order to increase the number of staff in these categories.
- Recognise the leadership potential of all staff and develop their capacity within the classroom and school community.
- Harness the capabilities of staff to provide innovative learning opportunities for students.
- Ensure effective and timely communication processes with all members of the school community.
- Actively build relationships with parents, carers and the wider school community.
- Focus on staff well-being by developing and implementing sustainable processes that support the physical, social and emotional welfare of staff.
- Ensure that the School Board has access to data and information which enables effective monitoring of the Business Plan implementation.
- Ensure the capacity of the School Board to fulfil its duties, by supporting its operations through training, development and renewal.



# Our Targets in the period 2022 – 2024:

1. Using the Schools Online data, the percentage of students with “Regular Attendance” (90%+) will be equal to that of our Like Schools. Aspirational Target – Regular Attendance to exceed that of Like Schools.
2. Increase Aboriginal student attendance to 70% by the year 2024.
3. Year 12 Attainment will be above 95% of the eligible cohort. Aspirational Target – 100% achievement Attainment for the eligible Year 12 cohort.
4. Median ATAR will be within 5 points of Like Schools. Aspirational Target – Median ATAR equal to Like Schools.
5. WACE Achievement for the eligible Year 12 cohort is 80% or higher. Aspirational Target – 90% WACE Achievement for the eligible Year 12 cohort.
6. The percentage of students qualifying for OLN by the completion of Year 10 is equal to Like Schools. Aspirational Target – OLN achievement better than Like Schools by the end of Year 10.
7. Achievement in Year 9 NAPLAN will fall within the positive half of the expected achievement band across all aspects of the NAPLAN testing regime. Aspirational Target – Achievement in Year 9 NAPLAN will be above the expected performance band in at least two test components.
8. A minimum of 25% of students will achieve High or Very High when comparing progress between Year 7 and Year 9 Writing, Reading and Numeracy NAPLAN results for the stable cohort of students. Aspirational Target – 30% of students will achieve the above target.





# Planning and Review Process

Lakeland Senior High School implements a rigorous self-review process using evidence drawn from a range of sources to inform our decision making. This ensures that the school has a long-term strategic plan in place to achieve the designated student achievement targets. The school improvement cycle involves two key phases and introduces a number of actions extending over a three-year period.

## Strategic Improvement Planning Phase

In this stage, the school reviews school purpose, mission statement, context and values for the next improvement cycle (Three-year Business Plan). This phase also determines the key focus areas and strategies that will provide the best outcome for our students during this time. The Lakeland Senior High School Business Plan details this phase of our planning.

## The Annual Improvement Planning Phase

Each year we develop Learning Area Specific Operational Plans that support the achievement of the strategies and targets in the Business Plan. These are complimented by whole school plans for LET, Teaching and Learning and Indigenous Education. These operational plans set out what each area of the school will be doing to address specific items of the Business Plan. Operational plans include specific targets and strategies.



Every three years, at the completion of the Business Plan cycle, Lakeland Senior High School participates in a Public School Review Process that is determined by the Department of Education. This review ensures that the school is completing the strategies that were set out in the Business Plan and the evaluative report from this review provides information that informs the next Business Plan cycle.

This review examines the following domains: Relationships and Partnerships, Learning environment, Leadership, Use of resources, Teaching quality and Student achievement.







**LAKELAND**  
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Lakeland Senior High School  
106 South Lake Drive  
South Lake, WA, 6164

t: 08 6172 2200

e: [Lakeland.shs@education.wa.edu.au](mailto:Lakeland.shs@education.wa.edu.au)

[lakelandshs.wa.edu.au](http://lakelandshs.wa.edu.au)